RFI 11-D ATTACHMENT D
SCOPE OF WORK

This attachment describes the scope of technology and services to be provided as part of the proposed International Classification of Diseases (ICD-10) Assessment and Implementation Services Request for Information (RFI). These tasks and deliverables will be the basis against which the successful contractor's performance is measured. In order for the State of Indiana to determine the capabilities of a Respondent to perform the services specified in this Attachment, the Respondent shall describe their proposed approach to meeting each individual requirement. Brief responses that merely state that the Respondent will comply with the requirements are neither adequate nor appropriate; the State is interested in specific details of Respondent's proposed program management, services, technology, and overall approach.

STATE RESPONSIBILITIES

- The State will develop and maintain an ICD-10 Executive Steering Committee for the life of this project;
- The State will assign the Director of the Office of Medicaid Policy and Planning as the Executive Sponsor of this ICD-10 Assessment and Implementation Project;
- The Family Social Services Administration (FSSA) will provide a Project Director for the life of this project; and
- The State of Indiana will review and approve deliverables submitted under this Scope of Work in an adequate and agreed upon period of time.

The Respondent shall assume that the State of Indiana has limited dedicated ICD-10 project personnel. The Respondent shall respond to this RFI with the expectation that the state's only dedicated resource is limited to the ICD-10 Project Director.

CONTRACTOR RESPONSIBILITIES

1.1   ICD-10 ASSESSMENT AND IMPLEMENTATION

The overall objective is to complete the Indiana Family and Social Services Administration agency-wide implementation of ICD-10 into all business operations, systems, policies and processes that support the Indiana Medicaid program.

The Respondent's proposal shall:

- Present a detailed description of all products and services proposed in the response to this RFI. Provide an Executive Summary (no longer than five (5) pages) that describes the vendor's understanding of the importance of the project, the goals and deliverables it expects to achieve, and an explanation of why they should be selected the vendor to assist the State of Indiana in this endeavor.

- Describe the methods and tools in which the Respondent's existing, proven solutions will best meet FSSA's business needs, including but not limited to:

    1) Overall ICD-10 implementation, including at a minimum, overall program management, creating and maintaining a complete Project Management Plan, which includes areas for: Project Governance, Scope Management, Risk Management, Issue and Defect Management, Change Control Management, Quality Management, Communications Management, Cost Management, and Documentation Management;

    2) Completion of the Assessment in parallel with ICD-10 awareness training and education throughout FSSA;

    3) Identification of strategies (including alternatives and opportunities) related to ICD-10 compliance requirements;

    4) Recommending and developing new policies or revision of existing policies related to ICD-10 implementation strategies and decisions;

    5) Providing subject matter experts onsite, as required by the State of Indiana, with experience in the following areas, including but not limited to: project management; ICD-9 and ICD-10 code sets; administrative, medical, and payment policies; coding and reimbursement; claims processing; and Medicaid payment systems and technologies, including the Medicaid Management Information Systems (MMIS);

    6) Establishing a quality management framework and performing Independent Verification and Validation (IV&V) services;

7) Reporting capabilities that include the ability to create and generate standard and custom reports via an automated tool or process that aligns with and are compliant with the Centers for Medicare & Medicaid Services (CMS) and State reporting needs and requirements;

8) Performing program management and oversight of a multi-vendor comprehensive Testing Strategy and Testing Plan to ensure unit testing, integration testing, and user acceptance testing phases are executed in a clearly defined manner;

9) Developing and executing a State system acceptance test strategy, test plan, and test cases for those systems and processes identified in the Assessment finding and provide details of an automated test tool if applicable;

10) Establishing and maintaining an online project library to document, update and manage relevant project artifacts, ensuring internal and external users have access throughout the life of the project;

11) Ensuring quality monitoring, measuring, reporting, and continuous improvement processes and controls are threaded throughout the life of the project; and

12) Creating and maintaining Advanced Planning Documents (APDs) for the State of Indiana and CMS approval.

1.2   PROJECT MANAGEMENT

1.2.1   Location of Contractor's Office

The Contractor shall establish a field office, including a conference room, as well as work space and amenities for any FSSA staff that may need to be present at Contractor's location in order to accomplish requirements of this RFI.

The preferred geographic location of the field office site should be within twenty (20) miles of the FSSA offices located at 402 West Washington Street, Indianapolis, IN 46204. If a planned location is available at the time of the RFI response, it should be identified in the proposal.

Contractor's staff shall be present on-site at the FSSA offices, as requested, in order to facilitate interaction with the FSSA and ICD-10 Project Manager, FSSA Project Director and other relevant State staff. The Contractor shall provide its own computers and

software needed to manage this project ensuring compatibility with the Indiana Office of Technology software standards.

1.2.2 Project Management Approach

The Respondent chosen for contract award shall report directly to the ICD-10 Project Director responsible for working with both the Respondent chosen for award and State personnel. The FSSA ICD-10 Project is supported by the FSSA Executive Steering Committee.

1.2.3 The Respondent's proposal shall:

- Be based on knowledge of and experience with similar ICD-10 projects, describe the overall project management approach, including but not limited to: planning, organizing, and managing the Respondent's staff and activities throughout the life of the project, to ensure the smooth administration of the project.
- Explain with specificity the Respondent's approach to promoting teamwork, facilitating open and timely communication, and ways the Respondent's staff will support a collaborative effort among the Respondent, any subcontractors, the FSSA, and FSSA designees.
- Describe the vendor's capability of managing previous government project initiatives similar to the Scope of Work (SOW) of this project. Describe the vendor's relationship with CMS both regionally and federally.
- Describe the strategic approach to planning and managing the overall ICD-10 Program including a proposed timeline by phase from the initial planning and assessment phase to post-implementation support and stabilization phase.
- Agree the Respondent will either conduct internal Quality Assurance (QA) or will retain an independent firm to conduct QA, and that the Respondent will provide to the FSSA, any QA reports that are requested and produced during the life of this project.
- Describe how the Respondent will coordinate efforts with the FSSA ICD-10 Project Director to address multiple stakeholder needs.
- Describe what sets the Respondent's solution apart from the competition and what makes it the best approach for the FSSA to achieve ICD-10 compliance by October 1, 2013.

1.2.4   Project Management Processes

The Respondent shall describe its project management processes in specific detail sufficient to support each component identified in sections 1.2.4.1 through 1.2.4.9 below.

1.2.4.1 Project Governance Requirements

The Respondent's proposal shall:

- Describe an overall approach to Project Governance to be used throughout the life of the project.
- Describe the Respondent's process and responsibilities for the Project Governance component for Respondent's staff, FSSA personnel, and FSSA designees throughout the life of the project.
- Agree that the Respondent's proposed Project Governance process and tool(s) are subject to FSSA approval.
- Explain the benefits of the recommended Project Governance process to the FSSA.

1.2.4.2 Scope Management Requirements

The Respondent's proposal shall:

- Describe an overall approach to Scope Management to be used throughout the life of the project.

- Describe the Respondent's process for identifying, managing, documenting, communicating, and reporting potential scope-related changes compared to the approved Project Work Plan to the FSSA.

- Agree that the Respondent's proposed Scope Management Plan, processes, and tool(s) are subject to FSSA approval.
- Explain the benefits of the recommended Scope Management process to the FSSA.

1.2.4.3 Risk Management Requirements

The Respondent's proposal shall:

- Describe an overall approach to Risk Management and Risk Mitigation to be used throughout the life of the project.
- Describe the Respondent's process for identifying, defining, managing, documenting, communicating, and reporting Risks and Risk Status to the FSSA.
- Identify potential risks, currently foreseeable to the Respondent for this engagement, rank the identified risks in order of highest priority and highest impact, and detail recommended steps to mitigate each of those ranked risks. Respondent shall fully assess any risk identified of failing to meet the

implementation deadline of October 1, 2013.

- Identify and describe the Respondent's proposed tool(s) to create, track, manage, and report risks.
- Agree that the Respondent's proposed Risk Management tool(s) and reports will be accessible by Respondent staff, FSSA personnel, and FSSA designees throughout the life of the project.
- Agree that the Respondent's responsibilities include development and implementation of a Risk Management Plan that identifies and mitigates risks throughout the entire life of the contract.
- Agree that the Respondent's proposed Risk Management Plan, processes, and tool(s) are subject to FSSA approval.
- Explain the benefits of the recommended Risk Management and Mitigation process to the FSSA.

1.2.4.4 Issue and Defect Management Requirements

The Respondent's proposal shall:

- Describe the Respondent's approach and process for Issue and Defect identification, definition, documentation, management, communication, resolution, escalation, tracking, and reporting to the FSSA.
- Identify and describe the Respondent's proposed tool(s) to create, track, manage, and report on issues, defects, and/or action items and facilitate its resolution process that includes FSSA approval via an automated tracking and management system.
- Provide sample forms and procedures from the proposed tool(s) the Respondent has used in other successful projects.
- Agree that the tool(s) will be accessible by Respondent's staff, FSSA personnel, and FSSA designees throughout the life of the project.
- Agree that the Respondent's proposed Issue and Defect Management Plan, processes, and tool(s) are subject to FSSA approval.
- Explain the benefits of the Respondent's Issue and Defect Management process to the FSSA.
- Agree that the Respondent's proposed Issue and Defect Management process addresses all issues, defects, and action items that arise during the course of the project.

1.2.4.5 Change Control Requirements

Controlling scope and providing for changes to the Deliverables or Services resulting from changes in Federal or State laws, regulations, rules, policies, system changes or other factors is extremely important to the FSSA in maintaining project accountability.

During the ICD-10 Assessment and Implementation Project, the Respondent chosen for award shall provide all Deliverables and Services in accordance with the RFI, the Respondent's Response to the RFI and their pricing proposal.

Services that shall be provided to the FSSA at no additional cost shall include, but are not limited to:

- Providing all necessary resources and staff to perform the services required under this RFI; and
- Developing and providing the FSSA with Deliverables and Services; subsequently agreed upon by the Respondent chose for award and FSSA during the life of the contract. [Note: The FSSA may at any time issue a written Change Request to modify, delete or add to the Deliverables or Services, in whole or in part if the Change Request is within the scope of the Contract.]

In abundance of caution and not by way of limitation, *the definition of Change Request does not apply to any changes that the Respondent chosen for award is obligated to provide under the Contract*, including without limitation, changes to correct deficiencies and changes to program management, assessment, implementation and other services defined in this RFI.

Change Requests may be used, among other things, for:

- Process changes, including additional resource requirements that fall outside the scope of this RFI;
- System changes; and
- Special projects, training, or other services required or requested by the FSSA.

The Respondent's proposal shall:
- Describe both graphically (e.g., via a flowchart) and in a narrative text, a recommended approach to Change Control, including steps, roles and responsibilities, and decision points.
- Describe the Respondent's Change Management Plan.
- Describe the Respondent's process for estimating the hours required and the impact on the overall project – if any – of scheduling and fulfilling Change Requests.
- Provide sample forms and procedures from the proposed tool(s) the Respondent has used in other successful projects.
- Agree that a signed and executed Change Order between the FSSA and Contractor is mandatory for every change before the Respondent begins development of that change. [Note: Only the FSSA ICD-10 Project Director and his/her designee shall be authorized to execute a Change Order on behalf of FSSA.]

- Agree that in the proposed Change Control process, the Respondent will provide the FSSA with a business and cost justification of every change suggested by the Respondent.
- Agree that if the FSSA and Respondent are unable to reach an agreement in writing within fifteen (15) business days of Respondent's response to a Change Request, the FSSA ICD-10 Project Director may make a determination of the revised price and schedule, and the Respondent shall proceed with the work according to such price and schedule which shall be included in the resulting Change Order, subject to Respondent's right to appeal the FSSA ICD-10 Project Director's determination of the price and/or schedule in accordance with the Dispute Resolution clause detailed in the Contract. Nothing in this Section shall in any manner excuse the Respondent from proceeding diligently with the Agreement as changed by the Change Order.
- Identify and describe the Respondent's proposed tool(s) to track, manage, and report on Change Control items that facilitate the Respondent's Change Control approach, including an automated tool that tracks the history of a Change Control items in a database. History should include the estimate and actual cost and duration of time for every Change Request as well as cumulative cost and schedule impacts for all changes for all periods the FSSA specifies. Respondent shall monitor issues, defects, and problems after each change and track those issues, defects, and problems related to the change in order to measure quality and effectiveness.
- Agree that the Respondent's proposed Change Control tool(s) will be accessible by the Respondent, FSSA and FSSA's designees throughout the life of the contract.
- Describe the process for updating the approved ICD-10 Project Work Plan when approved changes are identified during the ICD-10 Assessment and Implementation Phases. Any changes to the ICD-10 Project Work Plan shall be reviewed and approved by the ICD-10 Director or designee.
- Explain the benefits of the recommended Change Control approach for the FSSA.
- Agree that the Respondent will meet all Change Control requirements throughout the term of the contract.
- Agree that the Respondent's proposed Change Management Plan, Change Control process, and tool(s) are subject to FSSA approval.
- Describe the program management process and Respondent staff associated with the Change Control process, how the Respondent will manage the Change Orders identified for both internal, contracted internal stakeholder Change Orders, and track the budget implications of the changes identified.

1.2.4.6 Quality Management

The Respondent's proposal shall:
- Describe the overall QA processes and the Quality Management Plan that will be utilized by the Respondent for the life of this project.

- Agree that the Respondent will develop QA processes and procedures that will be used throughout the life of the ICD-10 project.
- Describe how the Respondent will develop and adhere to QA procedures for all FSSA business processes and Medicaid policies impacted by the agreed upon ICD-10 changes.
- Describe the Quality Management methodology, standard(s), automated tool(s), and approach the Respondent has or will use to monitor, measure, and report to FSSA on the ICD-10 implementation progress.
- Provide sample forms and procedures from the proposed tool(s) the Respondent has used in other successful projects.
- Agree that the tool(s) will be accessible by Respondent staff, FSSA personnel, and FSSA designees throughout the life of the project.
- Agree that the Respondent's proposed Quality Management Plan, processes, and tool(s) are subject to FSSA approval.
- Explain the benefits of the Respondent's Quality Management methodology, standard(s), and processes to the FSSA.

1.2.4.7 Communication and Coordination Requirements

There is a large and diverse stakeholder group both internal and external to the FSSA, at both the State and Federal levels, for the ICD-10 Compliance Project.

The Respondent's proposal shall:
- Describe the Respondent's approach to working with the FSSA to facilitate communication and coordination, including stakeholder management, the Respondent's proposed tool(s) for tracking communications, and the Communication Plan to facilitate its approach.
- Describe how the Respondent has assisted other customers with stakeholder management, including an identification of the groups with whom the Respondent has provided previous stakeholder management services, types of communications, frequency of the communications, and the resulting outcomes.
- Agree that the Respondent will actively participate with the FSSA ICD-10 Project Director to ensure effective communication and coordination within the project, including the Respondent's staff, subcontractor staff, the FSSA and other stakeholders within and external to the agency, including providers and associations.
- Agree that the Respondent's proposed Communications Management Plan, processes, and tool(s) are subject to FSSA approval.
- Agree that the Respondent's proposed Communication tool(s) and all work products, correspondence, manuals, materials, etc. will be accessible by the Respondent, FSSA and FSSA's designees throughout the life of the contract.
- Agree that Respondent shall provide updates to all State Executive Staff as requested.

- Agree that Respondent shall utilize FSSA Communication Standards and internal FSSA Communication processes when required.

1.2.4.8 Cost Management

The Respondent's proposal shall:

- Describe the overall approach to the oversight and compiling of costs on the ICD-10 Compliance Project.
- Describe the Cost Management approach and process the Respondent will use to monitor, measure, and report to FSSA on the various costs associated with the ICD-10 Compliance Project.
- Identify and describe the Respondent's proposed tool(s) to create, track, and report on detailed and categorized costs via an automated tracking system to FSSA and CMS if applicable.
- Provide sample forms and procedures from the proposed tool(s) the Respondent has used in other successful projects.
- Agree that the tool(s) will be accessible by Respondent staff, FSSA personnel, and FSSA designees throughout the life of the project.
- Agree that the Respondent's proposed Cost Management Plan, processes, and tool(s) are subject to FSSA approval.
- Explain the benefits of the Respondent's Cost Management approach and process to the FSSA.

1.2.4.9 Documentation Management

The Respondent's proposal shall:

- Describe the overall approach to the management of all documents and records gathered and created for the ICD-10 Compliance Project.
- Describe the automated tool(s) the Respondent will use for Documentation Management throughout the life of the project.
- Describe the Documentation Management approach the Respondent will use to protect documents and records in order for internal and external users to have appropriate access to the documents and records needed.
- Describe how the Respondent established an automated Documentation Management tool, the features of the tool, and the processes used on other successful projects.
- Agree that the tool(s) will be accessible by Respondent staff, FSSA personnel, and FSSA designees throughout the life of the project.
- Agree that the Respondent's proposed Documentation Management Plan, processes, and tool(s) are subject to FSSA approval.
- Explain the benefits of the Respondent's Documentation Management approach and process to the FSSA.

1.2.5 Approach to Project Deliverables

The Respondent shall propose its approach to developing and submitting the project deliverables identified in this RFI. The approach to project deliverables shall identify the proposed steps in the deliverable development process, from development of outlines, templates, and acceptance criteria through review, finalization and acceptance by the State of Indiana. The State of Indiana shall have final approval of the Deliverable Management process by the ICD-10 Project Director or his/her designee.

The Respondent's proposal shall:
- Describe the Respondent's general approach and process to Deliverables Management including development, acceptance criteria, draft submission, revisions, and final acceptance.
- Commit to producing a deliverable expectation document, outline, or template for FSSA acceptance before work begins on the deliverable.
- Include a full list of all deliverable titles, and expected delivery dates.
- Commit to submitting draft deliverables to the FSSA ICD-10 Project Director with adequate agreed upon review periods before distribution to a wider stakeholder audience.
- Agree that all deliverables (draft and final) will be presented in electronic format with a cover letter specifying that the Respondent's project manager and QA team have fully reviewed the deliverable to ensure that each deliverable meets all the deliverable requirements and is ready for FSSA review.
- Agree that upon FSSA request, the Respondent will prepare and submit to the ICD-10 Project Director, up to three (3) paper copies of any deliverable.
- Commit to storage of all deliverables in a common electronic repository that contains an index and location of all current and historical deliverable documents, and to provide on-line access to the repository to the Respondent's staff, FSSA personnel, or FSSA's designee(s) at any time.
- Agree that the Respondent shall incorporate comments and distribute revised draft deliverables identified by FSSA stakeholders for review and comments.
- Agree that the Respondent shall include a change log specifying the section, page number and brief description of any changes with the submission of a revised deliverable.
- Agree that upon FSSA request, the Respondent shall conduct formal walk-through(s) of draft deliverables with identified FSSA stakeholders.
- Agree that the Respondent shall ensure adequate review periods commensurate with the length, content and complexity of any deliverable.
- Storing in the common deliverable repository, all written FSSA acceptance letters in electronic format, accessible to Respondent's staff, FSSA personnel, and FSSA designees at all times.
- Clearly identify Respondent and State responsibilities in the deliverable review process.
- Describe the Respondents approach to version control and tracking of

deliverables, including use of automated tools.

1.2.6 Contract Management

The FSSA will expect the Respondent to not only meet the minimum qualifications in order to bid on this RFI, but to agree to maintain acceptable standards for the duration of the contract from the date of contract execution.

The Respondent's Proposal shall:
- Provide Status Reports (at a minimum; weekly, as well as monthly) stating progress in achieving goals established in the Project Work Plan. The Status Reports shall include the following elements: an outline of major activities planned for the coming month and quarter; business improvement objectives and outcomes for the coming month and quarter; methodology for performing activities and meeting objectives; methods for measuring customer service performance; methods for identifying where customer services performance is inadequate; and, approach for developing and implementing corrective actions. The Project Status Report Template and subsequent Status Reports shall be approved by the FSSA.
- Describe the Respondent's approach for monitoring and reporting performance of the project during operations. Include metrics that will be tracked, frequency of reporting and access methods to data.
- Agree that Respondent will walk-through performance and project Status Reports at the request of the FSSA.
- Describe how the Respondent shall ensure record retention for all ICD-10 related activities including such items as policy revisions, ICD-10 mapping documents, analytics involving ICD-9 and ICD-10 codes, and other pertinent information after the term of the contract.
- Assume responsibility for complying with all applicable Heath Insurance Portability & Accountability Act (HIPAA) provisions related to the requirement to implement ICD-10 into the Medicaid program.
- Propose a process detailing how the Respondent will assist the State in maximizing Federal Financial Participation (FFP) as well as tracking status and updates relevant to the APD documents.
- Assist the state of Indiana in negotiating contract amendments and procuring resources to perform implementation of ICD-10 processes or system changes where appropriate.

1.2.7 Performance Withholds

As stated in Attachment E, the Cost Proposal, the State of Indiana intends to implement performance withholds tied to specific performance metrics and deliverables completion.

1.3   APPROACH TO ORGANIZATION AND STAFFING

The organization of Respondent staff and the appropriate assignment of tasks are extremely important to the FSSA to ensure the overall success of this project. The FSSA expects that Respondents will propose their best-qualified staff for this project and that these staff shall be available throughout the life of the contract. Alternatives for each position may be required by the State on any position. Detailed staffing requirements are presented in Sections 1.3.1 to 1.3.4 below.

1.3.1   Overall Project Staffing Approach

The Respondent's proposal shall:
- Include a description of the overall approach to project organization and staffing, including subcontractors, which addresses the entire scope of the project.
- Include a project organization chart, identifying by name and position, the Respondent's Key Staff (e.g., down to at least the lead level), including subcontractors, responsible for carrying out the entire scope of the project.
- Clearly identify any planned changes to the organization chart during the term of the contract (e.g. between different phases of the project).
- Describe Respondent's approach to identifying skills, roles and responsibilities for State ICD-10 Personnel that will complement the Respondent's proposed resources for this project and fulfill the State's Responsibilities.
- Describe the Resource Management approach for allocation of the right number of resources, available at the right time, with the right skills (include expected internal Indiana resources by functional area/role and dedicated time to this project). Provide proposed job descriptions, resource loading chart, estimated hours per role, and resumes of actual resources for the FSSA ICD-10 project. Additionally, it is important that the Respondent ensure that FSSA personnel and FSSA designees understand the importance of their role and participation on this project.

1.3.2   Project Management and Key Staff Qualifications Requirements

The Respondent's proposal shall:
- Provide resumes that include the following information in the following order for each Key Staff person identified in Section 1.3.1 above:
  - Identify individual by name, title, roles and responsibilities on the Respondent's ICD-10 project team.
  - Describe knowledge, skills, and abilities.
  - Describe relevant experience.
  - Describe relevant subject matter expertise in the areas of ICD-9 and ICD-10, coding and reimbursement, and systems that utilize ICD-specific diagnosis and procedure codes.
  - Describe relevant education and training.
  - Describe experience with roles similar to that proposed for this project.

- o Provide number of years' experience in the proposed role.
- Demonstrate that the proposed Project Manager has the appropriate and comprehensive experience to complete this ICD-10 assessment and implementation successfully. The Respondent's proposed Project Manager shall have a minimum of five (5) years' experience in managing similar projects of comparable size and complexity; at least one (1) years' experience specific to ICD-10 project management experience is highly desirable.
- Demonstrate that the proposed team has the appropriate and comprehensive experience to complete the entire scope of the project successfully.

At its discretion, the FSSA will contact the proposed Project Manager and Key Staff references.

1.3.3 Project Staffing Requirements

For the purpose of this section, "Project Staff" includes all Respondent staff and all subcontractor staff.

The Respondent's proposal shall:
- State the minimum number of Project Staff that will be assigned to this project throughout all phases of the project. If this number will change throughout the life of the project, the Respondent shall identify when those changes will take place and the number and types of Project Staff that will be assigned to this project during those changes.
- Identify where all Project Staff will be geographically located (city, state) throughout the lifecycle of the project and explain how and to what extent they will be accessible to the FSSA ICD-10 project team during normal business hour.
- Agree that the Respondent shall provide all office space and equipment for its staff.
- Describe the process and timeline for bringing proposed staff onto the project.

1.3.4 Continuity of Project Personnel Requirements

In order to ensure the success of this project, it is important that there is a continuity of Key Staff assigned to the project.

The Respondent's proposal shall:
- Describe policies, plans and intentions with regard to maintaining continuity of Key Staff assignments throughout the performance of any contract award resulting from this RFI.
- Address whether availability of any of the proposed Key Staff could be impacted from existing or potential contracts to which such staff are assigned or proposed.
- State what priority the FSSA would have in cases of conflict between existing or potential contracts.

- Describe the Respondent's plans to avoid and minimize the impact of changes to the Respondent's proposed Key Staff and Project Staff.
- Agree that Respondent's proposed Key Staff may not be reassigned, replaced or added during the project without prior written consent of the FSSA ICD-10 Project Director. Should a Key Staff position be vacated, the Respondent shall give the resumes as well as the opportunity to interview and approve potential Key Staff replacements to the FSSA.
- Commit to using the staff identified in the Respondent's response and agree that the FSSA reserves the right to require a replacement in the Respondent's ICD-10 project staff at the sole discretion of the FSSA. Further, Respondent agrees that the FSSA will be given an opportunity to interview and approve potential Key Staff replacements.
- Agree that the requirements above shall apply to proposed Subcontractor Key Staff as well as Respondent's proposed Key Staff.

1.4   ASSESSMENT AND IMPLEMENTATION REQUIREMENTS

Within this section, Respondents shall respond to the requirements of each major phase of assessment and implementation, including but not limited to planning and start-up requirements, work plans, detailed design, approach to assessment and implementation, development, and testing.

The Respondent's proposal shall:

- Provide a project schedule and overall approach to the Assessment and Implementation of the FSSA ICD-10 project.
- Identify the time frames in which the Respondent shall complete each phase of the FSSA ICD-10 project.

1.4.1   ICD-10 Awareness and Training

One of the factors for initiating this RFI is to give the users and stakeholders the most up-to-date technology and tools to perform their job functions. In order for them to take advantage of the ICD-10 code set, it is important that a comprehensive training plan be established that will address their training needs not only during initial implementation, but over the life of this project. Training sessions shall be available to the State and its designees and held onsite at the Indiana Government Center or other locations at the State's discretion.

The Respondent's proposal shall:
- Outline the approach for training internal and external stakeholder groups; provide high-level content description, such as, the federal mandate to transition to ICD-10, the architecture of the new coding system, impact to current processes, and opportunities for enhancements to systems and processes.
- Describe how the training program is segregated by subject matter and

stakeholder group, and the duration of the training program.
- Describe the Respondent's current ability to provide on-site as well as web-based training.

1.4.2   Assessment

The Respondent's proposal shall:
- Outline the approach for completion of the assessment and overall determination of FSSA's internal and external stakeholders' preparedness to migrate to ICD-10.
- Describe the tools used to identify State systems, processes, policies and procedures that currently utilize ICD-9 diagnosis and procedure codes, including the MMIS and Pharmacy Point of Sale (POS) systems.
- Outline the process for determining and reporting the readiness and/or current work efforts of external stakeholders in the implementation of ICD-10.
- Describe the method for completing an impact analysis and the method for stratifying the impact in terms of resource requirements, fiscal requirements, and risks.

1.4.3   APD Development

The Respondent's proposal shall:
- Outline work performed to date related to the creation of APD documents for ICD-10 or related projects.
- Describe the APD format utilized (e.g., CMS) and highlight existing relationships with CMS in the production and /or submission of APD documents related to ICD-10.
- Agree that the Respondent shall work with State Personnel to provide answers or clarifications related to the ICD-10 APDs.
- Agree that the Respondent will update or amend the approved APDs when deemed necessary by the State.

1.4.4   Implementation

The Respondent's proposal shall:
- Describe Respondent's approach for developing implementation options and recommendation reports to the FSSA.
- Describe Respondent's approach to recommending multiple options of ICD-10 remediation that align optimally with FSSA goals and initiatives for ICD-10 compliance.
- Describe the Respondent's use and reliance upon implementation tools such as General Equivalency Mappings (GEMs) and describe how these determinations are made to utilize these types of ICD-10 tools.
- Describe Respondent's approach to recommending strategies that achieve specific State goals and objectives.

- Describe Respondent's experience in areas of ICD-10 implementation that optimized or improved payment, quality, fraud and abuse detection, or other substantive processes that are historically reliant upon ICD-9 coding.
- Agree that the Respondent will create a cost benefit analysis, comparing the recommended strategies and any other feasible strategies that allow the FSSA to compare costs.

1.5   PROJECT CLOSE OUT

FSSA requires the Contractor to produce a final Project Report summarizing the final status of the project and include any outstanding operational issues and defects.

The Contractor is responsible for the following tasks at a minimum:

- Close out the final Project Work Plan.
- Summarize highlights of the project and how FSSA's goals were met.
- A final report showing total dollars and hours spent on the project.
- A "lessons learned" summary.
- Provide final documentation including but not limited to:
  - Business requirements
  - Change management
  - Statistical summary on quantity of test cases performed
  - Issues identified by work area
  - Outstanding issues
- Document any operational issues resulting from the project and describe how they will be resolved.
- Create a final report for CMS to summarize and close-out the project.